2020>202 20° EXECUTIVE

Partner:









20° EXECUTIVE MBA

To be a manager is first and foremost an art. But it is also a skill. A modern manager, to be a good artist, needs to be a good technician. He needs to have basic skills in financial and operations management, to dominate the basic frameworks of strategic planning, market positioning and talent management.

It was precisely to learn and acquire the state of the art in management theories and practices that 27 bright professionals and managers enrolled in, worked through, and graduated from the 20th Executive AESE MBA. Even if interspersed with pleasant and relaxed moments such as group lunches and finance exams, the two years of the programme were long, tiring, and arduous. But one thing is clear. The enthusiasm of all of them was formidable. It was superior even to that of the soldiers in Alexander's army who, before the battle of Arbela, went to tell him: "Be of good courage, O King!, and fear not the multitude of thy enemies, for they will not be able to endure the very stink of our sweat!" Likewise, the smell of their enthusiasm could be felt from afar and drove out all obstacles to their successful conclusion of the MBA.

I am confident that the continued enthusiasm and effort of these 27 exceptional new MBAs, together with what they have learned and the friendships they have established, will ensure continued success for each of them into the future.



José Miguel Pinto dos Santos

Executive Director,

20th Executive MBA AESE



Agostinho Abrunhosa
Executive Director,
20th Executive MBA AESE

2020>202 20° EXECUTIVE

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- 27 Sónia Oliveira
- 28 Tiago Rodriguez

André Garcia

Cofounder and Aircraft Technical Director, AWA Technics

"Anything can be done, as long as you truly believe it."

- Ashley Qualls

AWA Technics — Cofounder and Aircraft Technical Director

- > Certified EASA CAO developer.
- > Business process design and improvement officer for supply chain management in the aircraft maintenance industry.
- > Head of management for core business processes transformations.
- > Head of development for new business areas, with high degree of challenge. At AWA Group an ESG strategy for a disruptive approach for pilot training worldwide has been set up.

Sevenair – Aircraft Technical Director, Sevenair Maintenace

- > Technical Manager, responsible for all maintenance (Components and aircrafts). The main achievements were the setting up of new companies in the group and creating the right teams, certify them and make them successful.
- > Client manager, establishing communication between the clients and the company and making the company the biggest maintenance centre in the Iberian Peninsula and one of the biggest in Europe (>120 aircrafts at same year).
- > I was responsible for managing several aircraft phase-in contracts from negotiation to the complete integration of the aircraft in the fleet.

Sevenair – Training Manager, Cenfortec – Aerovip S.A.

> Training Manager, of the biggest training centres in Portugal for Aeronautical engineers. This centre was one of my greatest achievements because of the difficulty to start a certification structure from scratch, thus offering the market large scale technical training.

Sevenair – Technical Director Avionics Maintenance, Sofinare, S.A

> Technical Manager, responsible for avionics maintenance. This is a company on the forefront of avionics equipment, representing the main world brands due to its technical conditions and position in the market.

Quality Manager, TAEspejo

> Quality Manager – Certification Part CAMO. I hold quality management tasks by keeping the company's certification updated and aligning standards with practice. This is extremely important for a private jet operations company with high quality standards.

Profi

I am good humoured, focused and a goal-oriented person, dynamic with a very solid team spirit. A farmer when it comes to developing business, developing levels of solutions and integration with the partners involved.

My main competences are based on a background in Aeronautical Engineering, with solid experience in the management of companies in the aviation industry.

More recently I am carrying out several consultancies in the field of quality management, training and house building using new manufacturing methods.

More than 15 years of experience managing technical and engineer supports teams gave me high capacity to make the teams aligned with the goals of the company, and make the motivation the secret of the success.

For most of my career I have been connected to the technical (operational) areas and the financial and management part was a competence I managed to add after the MBA training.

What I am most proud of is my ability to build solid teams, adapting their skills to the needs of the projects, even if their stock of knowledge is low. I bring stability and ambition to the organisations I work for. I was one of the people responsible for the success of the Sevenair project, and I am now starting a new similar project in which I have taken a company with many structural problems and transformed it into a sustainable organisation and a leader in its sector.



Bruno Rocha

Consultant, Rothesay Life Plc

"I'm a great believer in luck, and I find the harder I work, the more I have of it." – Thomas Jefferson

Consultant, Rothesay Life Plc

- > Coordination of team's risk management and compliance processes.
- > Perform actuarial calculations for UK pension funds de-risking.

Head of Compliance, Crédito Agrícola Vida

- Companhia de Seguros, S.A.
- Build out compliance department, including definition of company policies, processes, and controls.
- Lead and organize Regulatory Compliance.Perform European and local regulation asses-
- sment/gap analysis.

 Implementation and coordination of GDDD
- > Implementation and coordination of GDPR compliance.
- Coordination of Anti Money Laundering and Antifraud Compliance Policies.
- > Coordination of Operational Risk Framework review.

Management and Risk Senior Consultant, KPMG Portugal, and Angola

- > Design and implementation of bancassurance model.
- Solvency II insurance regulation compliance, calculations, and reports.
- > Identification and evaluation of insurance industry business risks.
- > Design and implementation of risk policies and business processes.

Profile

Having worked the 13 years of my career in the financial industry, I've already had the opportunity to achieve some of my desired professional goals, as working and learning alongside some of the best professionals there are.

By starting in the UK actuarial industry, I was able to deal with the most technically complex UK pension funds, and experienced living and working in the UK as part of it, where I part qualified as a UK actuary.

When returning from that very rich experience, I've joined a big four company in Lisbon and developed broader skills with projects in the Portugal and Angola financial markets. Here was where I deepened my team management and client facing skills.

As part of my growth, an opportunity came to build out the compliance department of a Portuguese life insurance company, in response to the increasing regulatory requirements in the European insurance industry. At this time, I lead and organized the company's compliance department, by implementing important and recently revised regulations, both general and sector specific, from where I highlight the European General Data Protection Regulation and Insurance Distribution European Directive. Most recently, I was invited to join the actuarial team of a UK insurance company, as a contractor, with the aim to increase the efficiency of its processes and develop a bigger project of automated actuarial retirement calculations. I consider myself a results-driven person, with deep technical and team management skills, with focus on excellence, and having fulfilled a long living desire, as well as accomplished an important goal of my development, with the Executive MBA at AESE Business School, in partnership with IESE Business School, I can only look forward with ambition and enthusiasm for what the future holds.





Bruno Vilar

Independent Business Advisor

"Make it Happen."

Executive Director, TRANSBSM Brazil (GEFCO company)

Developed and led the new GEFCO's business project in Brazil on the national and international transportation of agricultural machinery, construction equipment and cars.

Transport and Logistics Automotive Director, GEFCO Brazil

Responsible for the Business Unit Finish Vehicles
Logistics during the hard economic crisis in brazil.
The 2015's economic crisis did force to dynamic
and accurate daily management decisions as
well as reframing the business models to respond
to the new conjecture market and economic
context demands.

PSA Peugeot Citroen Client Director, GEFCO Brazil

Responsible of the main customer's account, representing 63% of the company's business and a turnover of 60M€/year with an impact on EBIT of 95%, involving the different business areas of the company.

Overland and WRP Director, GEFCO Portugal

Responsible of the Business Units Overland and WRP (Warehousing and Reusable Packaging), both with a turnover of 54M€/year. By leading the optimization of BU's structures, aiming the improvement of efficiency and customer service, the company was able to create new services adjusted to customers latent needs. Those management actions led to an increase of Gross Margin and EBIT.

Profile

Degree in Industrial Management Engineering from NOVA University of Lisbon and the Executive MBA at AESE Business School. More than 20 years of experience in managing

operations, supply chain and relationships with

large industrial and services companies (in Portugal and abroad) as well as a Board member in the reorganization and restructuring of renowned logistics companies, particularly in situations of economic and/or financial crisis. Experience in projects' development abroad (LATAM, France, Spain and the United Kingdom), including the formation of a company in Brazil. Knowledge and sensitivity to cultural and business dynamics worldwide.

Considering myself as a results-oriented and decisive leader with a proven capability in demanding environments by remaining pragmatic and focused. I've been driven to manage efficiently and establish strategic alliances to effectively align organization's leaders with key business initiatives. I pursued to promote strong relations between all stakeholders in the business cycle. Concomitantly, as a leader, I do believe that is important to be an effective team builder by focusing on building and retaining high performance teams through the development and motivation of skilled professionals.



Carlos Luís Gomes

Business Unit Manager, Axians Portugal

"if you want to go fast, go alone; if you want to go far, go together!"

Business Unit Manager, Axians Portugal (2017–present)

- > Responsible for the Telecom and Utilities Infrastructure business in Portugal.
- > Focus on Engineering Services such as Consulting Services, Designing, implementing and optimization of network solutions.
- > Developing the Telecom infrastructure offers and Marketing.
- > Planning and budgeting the Team resources.
- > Collaborate with Sales Teams in Pre-sales activities, Tendering and Negotiation activities.
- Responsible for Project Management, Engineering and Professional Services teams deploying and rolling out national-wide networks.
- > Manage Projects in Angola Service Provider infrastructure Projects.
- > Responsible for the engineering and deploy of Telecom Infrastructure projects in Qata.r
- > Responsible for Team Management and Hirina.
- > Monitoring and accountable for the Business Unit P&L.

Business Unit Manager, Novabase Infrastrutures & Managed Services

(2006–2017)

- Business Developer and Pre-Sales for Telecommunications solutions in Service Providers and Utilities in Portugal.
- > Promote solutions in the Service Providers and Utilities.
- > Develop new Business in Angola and Mozambique Service Providers.
- > Responsible for the Tendering and Bidding processes.
- > Team leader of the Pre-Sales and Delivery Teams.

Pre-Sales & Technical Sales, Siemens Portugal (1998–2006)

- > Promote and Develop Pre-Sales activities for the Telecommunication Solutions in Portugal customers.
- > Long-Term delegation in Siemens in Munich, providing Technical Sales Support for Next Generation Network Solutions, in international customers (Western Europe and Middle East).
- Responsible for Bidding & Tendering and pricing in my technical expertise.

Profile

With more than 20 years of professional experience, I'm passionate by technology and I've started as a Telecommunications engineer in the beginning of the deregulation market phase in Portugal. I had the pleasure and honor to participate in the implementation top fixed and mobile telecommunication technologies in Portugal. This allowed me to work with the top experts in Portugal and foreign within a leading vendor company in the Telco space, such as Siemens. I pushed and committed myself in being an expert in my field of expertise. Most of my career I developed a service-oriented and a customer-oriented focus which is crucial to maintain a trusted and reliable long-term relationship with our customers. I've started to develop my team management and business-oriented skillset back on Novabase which helped me to grow as a professional and as a person.

Since I'm a Business. Unit Manager I've been highly motivated in team management — leading and been led by people. If we care and serve the people, they will retribute with passion, honesty and dedication. Some of the values I govern myself through work are trust, solidarity, responsibility, empowerment and entrepreneurship.

Diogo Gil Pereira

Consultant

"Experience is not what happens to you; it's what you do with what happens to you." — Aldous Huxley

Consultant, DRC / S21SEC (2017-up to date)

- > Information Security projects and programs.
- > GDPR Projects.
- > Data Protection Officer for some entities.
- > Business continuity.
- > Project Management.

Several roles (construction companies), Teodoro Gomes Alho, s.a./others (2002–2016)

- > Definition and implementation of administrative process and procedures in foreign markets (Angola, Trinidad and Oman).
- > Project manager in ERP implementation (Microsoft in Portugal and Phc in Angola).
- > Design and implementation of data model based on ERP.
- > Brunch manager in Poland (2002 2006).
- > IT Manager (2006-2008).
- > Execution or audit of compensations in consortium contracts.

Marketing Manager, Iveco Portugal (1998–2002)

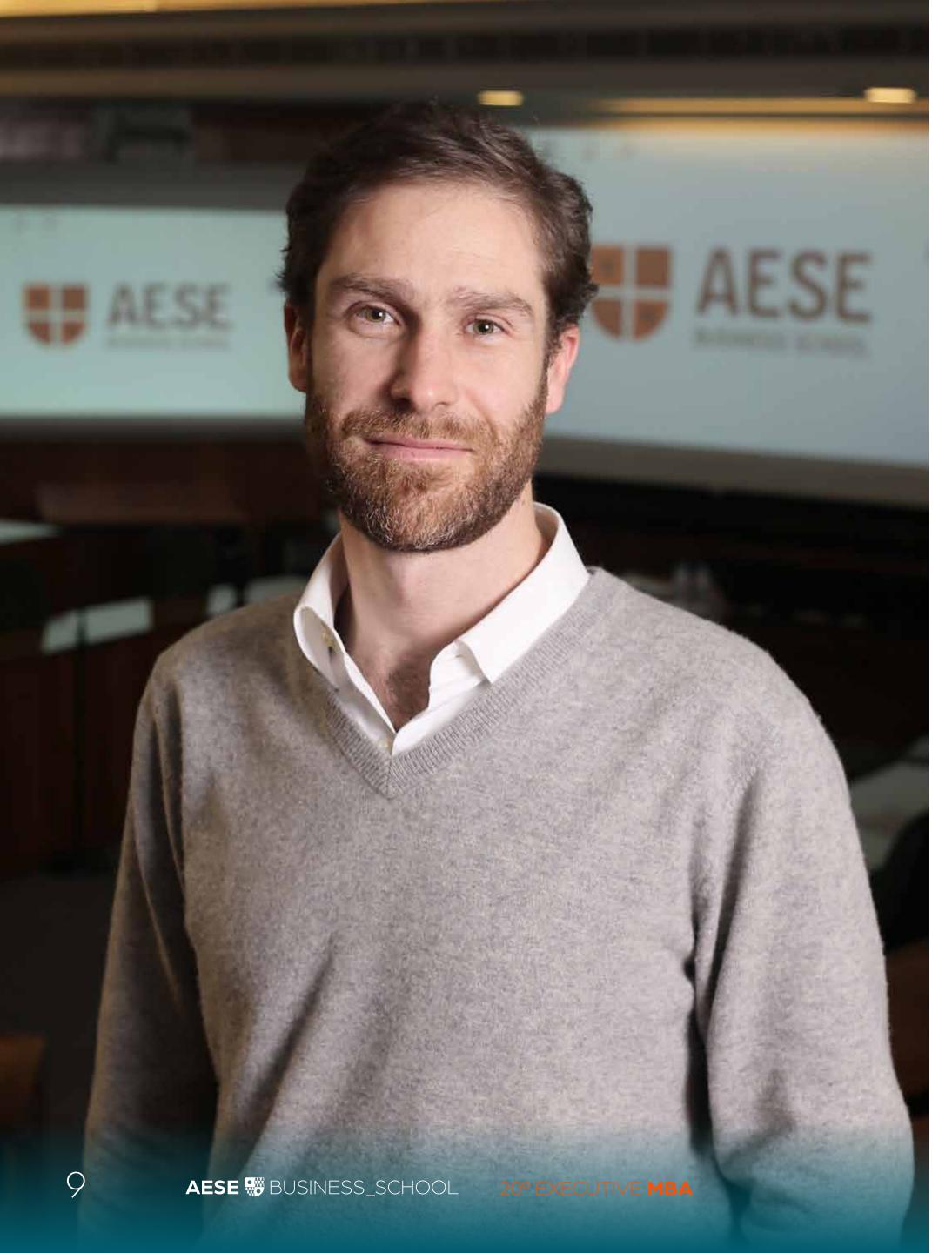
- Market analysis and product segmentation.
 Follow up in the Portuguese market for the campaigns defined by headquarter in Turin.
- > Development of commercial activities.
- > Pricing.
- > Support on the elaboration of the business unit annual budget.
- > Project manager for the definition and implementation of a CRM tool.

Profile

When I was 18 I thought to be a movie director, because I liked movies and didn't like much studying. This was not a very realistic approach, so I decided to take a marketing degree without a big enthusiasm at the time. Luckily, when I finished the degree, I had the chance to work on multinational company, with an amazing team. The combination of the desire to add value to the team with the supportive environment, ignited the curiosity for learning, and several times self-studying to create tools and process to make my work easier and more logic. Short was the way to start programming excel macros for the market analysis and creating databases for controlling/defining the business unit budget. Around 2002, I was challenged to manage the

brunch of a construction company in Poland and to be administrative manager for a motorway construction contract in consortium. May sound strange, but it was a family business (my family) and I just had to accept the challenge. It was mess in the beginning, to make everything from zero, in a new area but led to almost 15 years on the construction sector. Circumstances changed and I adapted. Gladly I acquired the taste for studying and learning and I'm constantly setting goals and keep taking courses and certifications. So, I moved to consultancy area, that I found amazing to have opportunity to contact with different sectors. I like challenges and always seek to had value. Being able to contribute to team growth and development, is for me, a measure of success.





Duarte Sousa Rego

EnergyPulse Systems

Great shifts come from seeing things from different perspectives.

EnergyPulse System (2016-present)

- > R&D project manager.
- > Food applications specialist.
- > Processes coordinator.

A4F Algafuel (2011–2016)

- > R&D engineer production.
- > Development of protocols and processes focus on downstream technologies.
- > Advanced analytical methods.

Drofile

With a background in engineering and biotechnology, my professional experience has been always connected to innovation and technology connecting prototyping/research with industrialization/production.

During my 13 years of professional experience, I have worked in engineering companies of small dimension on a strong growing trajectory. I am keen on continuous improvement and lean start up environments.

I have been able to make this journey both with A4F Algafuel, where I worked for 5 years. Presently, with EnergyPulse Systems, I have been working, together with the hole company, to move from almost an idea to an industrial company, for the last 6 years.

In A4F, I was part of a small team of 15, that rapidly grow in numbers and projects. I had the opportunity to participate on the building up of all the structure and processes of industrializing a start-up company. Mainly, from the engineering and biotechnology side, i.e., operations, quality, and good practices on a biology laboratory and production sites. This allowed me to develop a mindset of industrial thinking and operations, that I had not experience previously.

When I joined EnergyPulse Systems, in 2016, I encounter the attitude of innovation and creation of new products that are unique in the world. Since then, I have been working directly with the board of the company to help connecting the technology with the clients through developing different applications for the food industry. At this moment, I am responsible for leading the industrialization of the company by implementing and structuring the necessary processes that allow it to go from prototyping company to an industrial production company.

I love what I do. Working in an environment of constant innovation and contributing to consolidate and shape an organization, so it can be sustainable and create value for all stakeholders involved. At my scale, I am contributing meaningfully for a better society.



Francisco Cosme

Commodity Buyer, Europe Region Huf Portuguesa

"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change." – Charles Darwin

Commodity Buyer | Europe Region Huf Portuguesa (2020–present)

- > Responsible for the commodity management of non-moulded parts within HUF Group (main regions South and Eastern Europe).
- > Responsible for a Portfolio of 100+ Suppliers with an annual turnover of 14+ Million Euros.
- > Responsible for the support to the Project Buyer during project development, recommending the Best suppliers under the pre-defined commodity strategy.
- > Definition of the Portfolio
- > Responsible for the commercial relations with suppliers including management of escalation activities within the commercial scope.
- > Responsible for Procurement activities.
- > Involvement in several design-to-cost activities with the focus on reduction of the TCO.

Senior Manager Supplier Management HUF Hülsbeck & Fürst (2018–2020)

- > Management of a Global team of 16 Supplier Development Engineers in several geographies (Brasil, Mexico, Portugal, Spain, Germany, Romania, India, China – 3 locations).
- > Responsible for Supplier Audits (VDA 6.3) within BU Locking Solutions.
- Responsible for coordination of APQP (Advanced Product Quality Process) and PPAP
 (Part Production Approval Process) Activities.
- > Responsible for Claim Management Process including supplier escalations.
- > Responsible for supporting Project team in the development phase.
- > Responsible for new supplier evaluation in cooperation with Central Function Purchasing
- > Part of two task force activities in Brasil and Mexico.

Supplier Quality Development HUF Portuguesa (2016–2018)

- > Implementation of a robust APQP (Advanced Product Quality Planning) process with focus on project management and reporting to the project team.
- Responsible for supplier audits (VDA 6.3) and escalation management.
- > Improvement of the current Part Product Approval Process and creation of working standards.
- > Responsible for project escalations related to quality and technical problems.
- Coordination of Supplier technical clarification process together with Product Development.
- > Functional coordination of two Supplier Development technicians.

Profile

With a Background in Automotive Engineering from Kingston University London and after an MSC in General Management in the ISCTE Business School in Lisbon, the AESE Executive MBA became the natural choice to continuously develop myself.

With the ability to speak four languages and with 10+ years of experience in the automotive Industry namely in OEM and Tier 1. Started my career at Volkswagen Autoeuropa in 2008 as a technical engineer, where I was able to learn and develop myself within one of the best car manufacturers in the world.

Learning and active listening the more experienced colleagues and managers is something that is part of my DNA which has been since the beginning of my professional life a cornerstone. With the desire of embracing a new challenge in the procurement area I decided to move to HUF

Portuguesa, where I knew I would make a difference and could bring a lot of value, which was confirmed with the promotion two years later to global responsible of Supplier Management. This role was probably the richest role I had in my career as it allowed me to manage a global team, with different cultures, work methods and behaviors.

With the global pandemic and the geopolitical conflicts my current role within HUF Group has become a cornerstone with huge bottom-line impacts, which is alloying me to put in practice all the learnings obtained in this MBA to not only obtain savings but most important to allow me to purchase the best value including avoiding costs.

Following the MBA achievement, I consider myself equipped with a completely revised and updated Leadership & Management toolkit ready to embrace new challenges, with higher complexity and responsibility in any Business area at a Senior Level.

Gonçalo Cúmano

Adviser to Counciller's Office at Câmara Municipal de Cascais

Adviser to Counciller's Office at Câmara Municipal de Cascais, Portugal Date: 10/19 —

I am currently leading the Cascais' carbon neutrality action plan. The creation of the Municipal Council for Climate Action, the development of a new model of investment (enabling private investment in public buildings – 185MW), and the development of the 1st Sustainability report, are the most relevant achievements.

I am also supporting the Counciller (NED) on Board meetings for two municipal companies.

Office Coordinator for Energy Planning at Câmara Municipal de Cascais, Portugal Date: 10/18 — 10/19

I was responsible for the Energy planning office. In such role two key strategic tools were settled: Sustainable Energy Masterplan for Cascais Municipality (2030); and the Cascais roadmap for Carbon Neutrality (2050).

Manager at Gesto Energia SA, Portugal, Italy & Kenya Date: 09/15 – 10/18

Reporting to the Board of Directors, I led the operational turnaround of Olkaria V project's development, under a contract of €13M with KenGen.

My main responsibilities were financial control, strategic planning, budgeting, team's management and operation's supervision.

Contract Manager at TDGI

– Grupo Teixeira Duarte, PortugalDate: 12/14 – 09/15

Responsible for Millennium BCP facilities' contract management, leading a team of 3 supervisors (15 facilities).

Manager at Kanazuro Electric, Angola Date: 10/13 – 10/14

Head of technical operations for Mabubas and Lomaum's Hydroelectric Powerplants. My main responsibilities were O&M contract's management, tariff's negotiation, set up the local staff training program.

Consultant at Gesto Energia, Portugal, Cape Verde and Angola Date: 02/10 – 10/13

Consultancy activities in the field of renewable energies. My responsibilities were supply and demand studies, technical and economic analysis of renewable projects, and financial modelling.

- > Renewable Energy Atlas and Vision for the Electricity Sector in 2025;
- > Renewable Energy Atlas of Mozambique;
- Renewable Strategic Plan for Cape Verde 2020;
- > Electrification Plan of East Timor based on Renewable Energies.

Profile

I'm an anti-fragile and enthusiastic team player with international track record, with genuine passion for making things happen. I always worked highly motivated to improve people's quality of live through projects with sustainable impact, based on a customer centric and goals driven approach.

In the last 12 years I worked as consultant leading a wide range of projects, and I am currently assessing Cascais Town Hall in the development of a disruptive sustainability policy towards a net zero goal.

I hold a MsC in Mechanical Engineering (Energy), Instituto Superior Técnico, an Executive Master in Management with specialization in Finance and Control at Católica Lisbon School of Business and Economics, and I'm undertaking an Executive MBA at AESE/IESE Business School (2020– 2022). I speak Portuguese, English and Spanish.





Humberto Alexandre Martins

Board Member and General Manager, INFOSAÚDE

"Because the people who are crazy enough to think they can change the world, are the ones who do." – Rob Siltanen

Board Member and General Manager, INFOSAÚDE — Instituto de Inovação e Formação Em Saúde (2018–present)

- Executive management of a scientific services consultancy owned by National Pharmacies Association (ANF);
- > Scientific and R&D activities within Pharmaceutical Knowledge with headcount of 150 headcount in 5 areas: health research and evaluation, quality control lab, post-grad training, scientific data bases and pharmaceutical affairs;
- > Business and culture transformation from former internal department to business unit as CRO.

National Counsellor, Conselho Nacional de Saúde (2021–present)

- Representative of Standing Commission for Social Dialogue;
- > Independent advisory role for health policy;
- > Promotion of citizen engagement in NHS's activities.

Board Member and Executive Team, GENOMED (2015–2022)

- > Spin-off company of the iMM (Instituto de Medicina Molecular João Lobo Antunes) in partnership with ANF and Luz Saúde;
- Management of an EU funded research center and a laboratory for genetic and molecular biology techniques to diagnosis, prognosis and therapeutic guidance;
- > Support to negotiation that sold the company to a leading European network of medicine laboratory services on April 22.

Professional Affairs Director, Associação Nacional Das Farmácias (ANF) (2014–2018)

 Coordination Of Scientific And Professional Departments Of Anf;

- Design And Implementation Of Pilot Initiatives To Showcase Potential For Wider Role Of Pharmacies Within The Health System;
- > Technical Negotiations With Authorities, Regulators, Payers, Health Professionals, And Other Stakeholders.

Advisor Of The Secretary Of State, Ministério Da Saúde (2011–2014)

- Cabinet Member With Responsibilities In Pharmaceutical Policymaking And Legislative Initiatives;
- > Member Of Moh's Team For Negotiation With Imf/Ec/Ecb Under The Economic Adjustment Programme For Portugal 2011-2014;
- > Advisor On Decisions On Pricing And Reimbursement Of Medicines And Liaison With Portuguese Medicines' Agency (Infarmed).

Governmental Affairs Manager, Gilead Sciences (2010–2011)

- Set-Up Governmental Affairs Function (As New Role In Company) And Support To New Market Access Department;
- > Stakeholder's Management (Payers, Authorities, Government, Parliament) And Public Affairs;
- > Liaison And Engagement With Community And Patient Organizations.

Technical Advisor, Ordem dos Médicos (2008–2010)

- Advisor of the President and National Board of Portuguese Medical Association;
- > International Affairs, namely EU affiliated organizations (UEMO, CPME, EFMA-WHO);
- > Portuguese contact point for Competent Authorities for health professions (Doctors;
- Pharmacists and Nurses) under EU Professionals Qualifications Directive.

Secretary–General, Ordem dos Farmacêuticos (2003–2008)

- Advisor to President, National Board, Jurisdictional Council and General Assembly;
- > Executive management (economic, HR, facilities, new projects, events) and team
- > management;
- > External (national and international, namely within EU and Portuguese Speaking Countries)
- and policy affairs (Government, Parliament, Stakeholders).

Invited Teacher with regular collaborations with different Schools (FFUL, UCP, ISEG...) covering pharmaceutical policy, medicines' regulation and health system.

Profile

Graduated as PharmD from Universidade de Coimbra and additional trainings in health and management from Universidade Católica Portuguesa and Escola Nacional de Saúde Pública/ Universidade Nova de Lisboa.

Curiosity and proactivity are permanent drivers for his willingness to change things around, namely in the health & medicines world. Team building, integrity and problem solving define him as a leader who encourages rational creative approaches and incites others to have critical appraisals about what they are and should be doing.

As pharmacist believes that formulas can encode knowledge: Lx3P=Rn (leading with the right purpose, the right people and the right plan delivers outstanding results).



João Mendes

IT Manager, Hospital Garcia de Orta

"We are what we repeatedly do. Excellence then, is not an act, but a habit." – Aristotle

IT Manager, Hospital Garcia de Orta

- > Leading management for IT and business process improvement.
- > Member of several committees to redefine service improvement and customer satisfaction.
- Digital transformation enabler and board advisor for clinical operations and supply chain.
- > Tech leader for revenue assurance and compliance that secure the income of several millions in recipe every year.
- > Head for quality assurance, stakeholder management and service governance to maintain current certification process.

Cofounder and Business Partner, Heex

- > Head of Corporate management, business strategy and non-technical teams.
- > Head of product development two times awarded for Innovative software.
- > Strategic consulting to other companies for the healthcare industry.

Senior Consultant and Project Leader, Glintt–HS

- > Project management for pharma, supply chain and electronic prescription to all hospitals in the south region of Portugal plus others.
- > Project leader for bigger projects and project management trainer.
- > Supply chain consultant and public procurement advisor for public hospitals.
- > Product manager for the development of mobile solutions in healthcare.
- > Head of quality assurance for software release notes.

Senior Consultant, KPMG

- > Project management in sports, industry and telecoms.
- > Business strategy advisor for sales and marketing in sports.
- Business process design and improvement for supply chain management in the automotive industry.
- > IT security advisory and trainer for heavy industry with focus on heavy industry.
- > Head of change management helped some companies in the transition of business change.

Consultant, PricewaterhouseCoopers

- > Member of business process design (customer relationship management, supply chain management) teams, helped different Telecom companies to start business in Portugal.
- > Team leader and trainer, implemented several E-Procurement and Marketplaces software.
- > Head of full value procurement assessments in Telco's, Aviation and Pharma.
- > Developed different product benchmarking and business analysis to support product and service development in Telco's.
- Member of the billing and revenue assurance team, to secure the implementation of effective billing processes.

Profile

I'm a creative and positive person, an enthusiastic team player and I have a genuine passion for making things happen. My drive is to do things right, on time, within budget and in a way that all stakeholders feel happy. I have a deep need to be challenged and that's why I'm always looking for new insights and trends. I do like to be one step ahead and I'm not afraid to take the chance and lead the way.

I started my career in consultancy where a big part of my professional profile was developed and shaped. From the need to understand and resolve complex problems to the desire to help others while working in different multicultural and social environments, which boost creativity and different thinking. Since then, I moved through several companies, always driven by the projects and challenges that were presented to me. Along those years, I had some international work and training experiences in Spain, Germany and in The Netherlands.

Now, with more than 20 years of working experience both in Public and Private sector, after a successful entrepreneurial initiative and a past dedicated to help companies to grow and to be more efficient, having participated and leading in so many different projects and companies, i'm a solid and focused manager not only in business but also on people. I try to lead by example and I believe in doing business with fairness and ethics.

Jorge Vicente Faria

Business consultant

"The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic." – Peter F. Drucker

Business consultant (2021-Present)

- > Strategic, financial and management support to new business (digital, content production, sustainable construction, wine trader and distribution).
- > Advisory for management of energetic and sports facility management companies.

Deputy Director of Procurement Department — Grupo Media Capital (2018–2021)

- > Responsible for the strategic definition of the procurement department.
- > Responsible for the procurement committee, and board reports.
- > Review and preparation of procurement reports.
- > Acting as the key point of contact between the board and business units for all internal procurement processes.
- > Responsible for the digital development of procurement processes.
- > Team leader of the procurement department.
- > Management of strategic procurement processes.
- > Continues Improvement.

Coordinator of Procurement Department – Grupo Media Capital (2017–2018)

- > Management of the Category Managers team.
- > Sourcing of core and non-core services (Capex & OPEX).
- > Preparation of the procurement annual plan.
- > Point of contact for internal and external auditors.

Head of Business — Plural Entertainment España (2014–2017)

- > Management of the business unit.
- > Business strategy.
- > Responsible for commercial and operational departments.
- > New business development.
- > Point of contact between the business unit and the other companies group.
- > Business and financial report.

Category Manager – Grupo Media Capital (2011–2014)

- > Sourcing of direct and indirect services and goods.
- Category owner of facility services, fleet, logistics, electric energy, software, hardware, raw materials, insurance.
- > Definition of new business approach promoting business optimization.

Financial Controller – Plural Entertainment Portugal (2009–2011)

- > Financial report of the 3 subsidiaries of Plural Group.
- > Annual budget preparation.
- > Preparation of financial statements.
- > Preparation and review of business reports.
- > Account analyses.
- > Bookkeeping and review of invoices.

Project Manager – Plural Entertainment Portugal (2008–2009)

- > Operational and financial controller of TV products.
- > Operational and financial reports.
- > Bookkeeping and review of invoices, payments, contracts.
- > Budget management.

Profile

With more than 14 years of experience in financial, procurement and management, I had the opportunity to work in many different projects that gives me a 360 vision of any business in any sector. I started my career in 2008 as Project Manager in a TV series production at Plural Entertainment Portugal.

After that, 2009, I had the opportunity to develop my financial skills working as financial controller at Grupo Plural Holdings.

In 2011, I was invited to join the Procurement Department of Grupo Media Capital as Category Manager where I was responsible for core and non-core acquisitions. The most relevant aspects were facility services, fleet, logistics, electric energy, software, hardware, raw materials and

insurance. Here I gained knowledge of all the sectors in which I interacted.

Three years later, in 2014, arose the opportunity to embrace an international challenge. I was offered a new function as Head of Business in Plural Entertainment España, a TV content producer of Grupo Media Capital. That was a fascinating experience in a new and different environment. I was responsible for commercial, operations and new business development (I launched a scenario construction business unit in Madrid).

In 2017, I returned to Portugal, and I started the coordination of the Procurement Department of Media Capital. I was responsible for the Category Manager Team and for the coordination of procurement department activities. At the same time, I was responsible for sourcing processes of core and non-core acquisitions.

One year later I was nominated for Deputy Director of the Procurement Department at Media Capital Group. In this new function I was responsible for the group procurement policy, strategy of the procurement procedures, for the coordination between all the companies of the group, designing of the procurement process digitalization, and for the organization and reporting to the procurement committee.

I left Grupo Media Capital in 2020, and since then I have been collaborating as business consultant in several business such as digital start-ups, sustainable construction, wine trading and distribution, helping these companies with their strategic definition, business plan, optimization plan and new business development.

At the same time, I'm an advisor of energetic and golf facility management companies, where I give support to strategic matters.

I Graduated in Economics, and with a post-graduation in management specializing in Finance, I'm a motivated person, ambitious and driven, who constantly search for continued improvement. I like ambitious challenges, and I always want to achieve better goals. In my opinion, every opportunity is an opportunity to do something better.





Manuel Lança Cordeiro

CFO, Alliance Healthcare Portugal

"The secret of success is to do the common thing uncommonly well."

- John D. Rockefeller

Interim CEO, Alliance Healthcare Portugal (January 2022 – present)

- > Alliance Healthcare Portugal is a Multinational Pharmaceutical Wholesaler, that results from a partnership between Amerisourcebergen and Associação Nacional das Farmácias, with approximately 460 employees.
- > Supplies medicines and healthcare products and services to more than 2300 pharmacies across Portugal, delivering global innovative solutions for pharmacies and the pharmaceutical industry, with added value to their activity and the medicine supply chain.
- > Alliance Healthcare Portugal is the pharmaceutical wholesale market leader in Portugal, and one of the largest companies in turnover in Portugal (673 million euros in 2021).

CFO, Alliance Healthcare Portugal (2016 – present)

- > Reporting to the CEO, Executive Committee member responsible for the Administrative and financial department. 5 main areas of responsibility: Accounting and treasury, Credit Control, Replenishment, Financial Controlling and Master Data.
- > Merger and Acquisitions.

Head of the Financial Controlling Department, Alliance Healthcare Portugal (2013–2016)

- > Reporting to different shareholders with different calendar years and currency.
- > Business Plan and Annual Budget elaboration.
- > Provide financial, commercial, and strategic support for decision making.
- > Ensure financial records accuracy and Cost Controlling.
- > Analyze investment opportunities.

Management Controller, Chamartin Inmobiliaria Group (Madrid) (2006–2013)

> Management Controller of Three DOLCE VITA Shopping Centers in Spain and of Larry Smith, the Group's asset management company.

INOV Contacto Program (2005–2006)

- > Portuguese Investment and External Commerce Agency — Inov Contacto is an international professional internship in a country and company designated by the Agency.
- > Placed in Madrid at Larry Smith Group, a company that had been recently acquired by Portuguese group Amorim Imobiliária, to act as its representative in Spain. Amorim Imobiliária was later acquired and fully integrated in Chamartin Group.

Risk Analysis Department, Banco Popular Portugal (2005–2005)

> Member of the Risk Analysis Department, responsible for feasibility studies to support corporate loans concession.

Profile

- > Born on July 8, 1981, married, with 3 children.
- > MS Business Administration in Universidade Nova de Lisboa.
- > More than 17 years of experience in Spain and Portugal, in management and financial areas.
- > Pragmatic thinking, Resilience, Proven relationship building capabilities, Emotional Intelliquence.

Marco Marta

General Manager, AVE – Gestão Ambiental e Valorização Energética S.A. (SECIL and CIMPOR Group)

"The best way to predict your future is to create it."

Peter F. Drucker

General Manager, AVE — Gestão Ambiental e Valorização Energética, S.A. (SECIL and CIMPOR Group)

- Define and implement the strategies and objectives of the departments, ensuring the coordination of work processes and activities, controlling deviations from the planned and ensuring the efficient allocation and management of available resources, to achieve the expected results.
- Define the management and performance policies of the departments that report to it and ensure the planning and programming of activities aimed at its implementation, to ensure compliance with the defined objectives.
- > Define and implement investment projects and policies aligned with the defined objectives, ensuring their implementation within the expected deadlines, according to the budgeted costs and the established quality standards, contributing to the continuous improvement and operational and functional excellence of the Company.
- Define the management and performance policies of the departments that report to it and ensure the planning and programming of activities aimed at its implementation, to ensure compliance with the defined objectives.

Technical Director, Quimitécnica Ambiente – Tratamento de Resíduos e Efluentes, SA (Grupo CUF)

- Development and execution of the company's business strategies to attain the goals of the board and shareholders;
- > Oversee the facilities financial and operational performance, investments, and other business ventures shareholders;
- > Development of corporate business plan that made the company to become the market leader in waste management industrial sectors in Portugal.

Profile

With more than 20 years working experience in energy transition projects to promote circular economy, I am currently leading the development of alternative fuels and secondary raw materials for the Portuguese cement industry. It has been an opportunity to work with multiple international organizations and teams, in different realities and scales, which allowed to develop my capacity of leadership, teamwork, adaptation and innovation.

My passion is to convey a strong leadership message to compel for the development of my teams in an inspiring, bold, and insightful way.





Margarida Jerónimo

Head of Strategy/Business Performance & Risk, at Glintt

Head of Strategy/Business Performance & Risk, at Glintt

- > Design and lead the 5-year strategic planning (2020-25).
- Manage strategic projects, collaborating with middle and top management, to ensure that work is aligned with organisation's strategic decisions.
- > Design and implementation of overall risk management processes.
- > Built risk awareness along with the board of directors by providing support and training within the organisation.
- Responsible for risk management and reporting to different audiences (Risk Committee, Executive Commission and Board of Directors)
- > Develop several business performance projects and with a subsequent dynamic monitoring close to the managers.
- > Perform valuation analysis and make M&A due diligence.
- Ensure the consistency and rigorous individual and units measurable goals and incentives policy supervision.

Audit Manager, at Glintt

- > Execute risk assessments to support the top management decisions.
- Ensure consistency and regular valuation of organisation's main intangible assets and associated business plan.
- > Validation of business processes and internal controls systems.

Operations & Control Manager, at Glintt

- > Collaboration on strategic thinking's project management (2016–20).
- > Implementation of activity-based costing model.
- Financial system workflow optimization and continuous improvement

Senior Audit Consultant, at Deloitte Portugal

- Management of several teams among different client's context and sectors (eg. Engineering and Construction, Tourism, Information Systems, Entertainment, Telecommunications, Concessions)
- Review and analysis of financial statements to ensure accuracy of Portuguese's companies and subsidiaries of multinationals.
- > Financial consolidation process revision.
- Assets valuation through financial projections and economic viability.
- > Business processes and internal controls systems assessments.

Profile

With over 13 years of experience in consulting environment and working with a holistic management view, I'm passionate about supporting strategy and contributing to a sustained growth of organisations.

Working at Glintt since 2014, a leading Portuguese company in healthcare technologies, I have a role to develop a corporate unit which the scope is strategic planning, risk management, and organizational control. Here my critical thinking and relationship management have been essential.

Previously, I was an external auditor in the Technology, Media & Telecommunications industries at Deloitte. I started my career as auditor when I was 21 years old, so I become one of the youngest auditors to lead teams and served several clients and experienced a variety of services sectors.

In the early years at Deloitte, I also completed the master in Business Administration at Catolica Lisbon School to strengthen the degree in Economy at Nova School of Business and Economics. And, after a decade of completing those studies, I joined the Executive MBA at AESE, believing that it is an accelerator not only in terms of knowledge, but also in building networking and developing soft skills.

Supported by values such as responsibility, resilience, and loyalty, I believe that my purpose is to drive organisations to achieve their strategic goals.



Maria de Castro

Business Transformation & Strategy Consultant

"Success is not final; failure is not fatal: it is the courage to continue that counts." — Winston Churchill

Business Development & Sales Manager, at AESE Business School

- > Consultancy to MBA Admissions Department for the development of strategies to effectively address business challenges and client needs
- > Development of a more effectively customer journey, a new B2B partnerships program, and several improvements related with the B2C MBA candidates' approach improving sales by 49% in 6 months.

Managing Director, at OK Estudante

- > Responsible for business transformation to improve service quality, CX, talent engagement and retention, optimize operational models and increase business volume.
- > Led a cross-functional team of 30+ people located in Lisbon and Oporto, hired talented professionals, designed new functions and departments, developed the internal performance evaluation program.
- Revised product offer and pricing strategy improving sales by 57% in 12 months.

Business Consultant B2C & B2B, at Altice

- > Responsible for the prospective evaluation of new business opportunities and disruptive solutions in innovation areas such as IoT, Big Data, Bitcoin, Blockchain, Direct Carrier Billing, Smart Cities.
- > Development of C-level support material for decision making and public exhibitions.
- > In-depth knowledge of Telecom, Media and Technology sector.

Head of CSR International Partnerships, at Portugal Telecom

- > Responsible for the International Partnerships Department launch, leading the social innovation strategy and developing joint initiatives with technological partners and NGOs.
- > Identifying and developing strategic social responsibility projects resulted from cooperation protocols with international entities (e.g. Khan Academy; CDI; Apps4Good; School2School).
- > Promotion of the Foundation's flagship projects in the PALOPs countries.
- > Management of multidisciplinary teams throughout the different stages of the project; budget management and cost control; project analysis, monitoring and reporting.

Corporate Communications & Sustainability PMO, at Portugal Telecom

- > Development of communication strategic projects to implement the organizational goals defined by C-level (e.g. launched +40 Em-ployer Branding, CSR, Sustainability, and Social Media internal campaigns; designed and led the external awards' application process).
- > Development of C-level support material for decision making and public exhibitions.
- Management of multidisciplinary teams throughout the different stages of the project; budget management and cost control; project analysis, monitoring and reporting.

Drofile

Business Transformation Manager with more than 15 years of professional experience in organizational consultancy, managing complex projects and developing change management programs

Highly collaborative, problem solver and a customer-driven professional who transforms user feedback, industry benchmarking and data analysis into successful business strategies. Effective team lead, with experience in managing cross-functional teams in projects with tight deadlines and multiple scopes, usually recognized as proactive, organized, empathic, assertive and trustworthy person.

Change-maker committed to create a new sustainable economy that leaves no one behind. Industry sector knowledge includes Telecom, Media and Technology (TMT), Pharma and Education.

Octávia Sá

Managing Partner, Blanco e Dominguez, Lda.

Managing Partner, Blanco e Dominguez, Lda. (2011–today)

ISEC – Instituto Superior de Educação e Ciências – International Projects (2000–2013)

Laywer at Pinto Pereira Advogados e Bettencourt da Câmara & Associados (1998–2009)

Banco Best – Financial Adviser (2005–2009)

Consultant for International Projects (1998–2000)

More than 30 years on the labour market. Started in Law, went to Hospitality and carried on a passion for Fashion. These are my foundations, in which I live upon.

Learning as been something innate. Whenever opportunities took me, I embraced them as a challenge to learn and overcome my shortcomings.

Working in teams or by myself, the most important was to grow and to be part of something that could cause in impact: help to build a hospital in Africa, or to get the best financial results for my company.

Entrepreneurship and managing people are my main motivations.

Law degree, master in fashion and branding design, hotel management course, specialization in educational management and now an MBA.

Profi

My profile was described by an MBA colleague: "Leadership with heart and soul. With a wide range of professional knowledges, integrates a unique set of different competences: from law to hospitality, from strategy to humanitarian and educational support. With a natural and genuine ability to unite people, uses its efforts to mobilize will and energy from those around her.

With focus on real impact, extends her commitments with community from the closest neighborhood to a distant community with the same care.

Uses its best skills in connecting people to cherish new ideas and mobilize efforts."



Patrick Mendes

Engineering Specialist

Engineering is more than applied physics, it is the art of transforming nature and putting it at the service of MAN.

- > Creation and implementation of a project that allowed the integrated management/ treatment of all unavailability of assets in the electricity distribution network HT / MV in Portugal;
- > Treatment and support of the SCADA infrastructure, in the network management component - creation / design / management / incorporation / implementation of improvements / functionalities in SCADA, usability definition, testing, training;
- > Mediation / treatment in the management and distribution component of the electric power network High Voltage / Medium Voltage of SCADA interconnection process between SCADA Portugal Productors Clients and SCA-DA Portugal Energy Distributor;
- Perform analysis of specifications and proposals; Elaborate proposals/budgets; Manage technical documentation;
- > Performing finishing, commissioning (pre-operational and operational) in wind turbines.

Profile

I am an Electrical Engineer with +10 years of work in the area of management and distribution of electricity and associated systems. During my professional career, it was possible for me to know in detail the dynamics associated with the value chain of the energy sector and also its support platforms.

Currently in the management of several projects and still support.

Developing projects on the following themes:

- > Digitization;
- > Damage prediction;
- > Distributed generation;
- > Collaborative work tools;
- > Electric network management;
- > Management of work on the electricity network;
- > Analysis/optimization of studies on the electricity network.





Pedro Dias dos Santos

Energy Specialist

"My formula for success is rise early, work late and strike oil." - J. Paul Getty

Central Dispatch System Supervisor, EDP Distribuição

- Coordination and operational management of internal, external teams and national entities for multi-level response for large contingency grid events.
- > Analysis of network configurations, including power flow management, embedded production, storage, and protection systems for decision making and impact analysis on grid stability concerning electrical consumption and renewable generation integration.
- > Operation of network management systems, including SCADA, ADMS, GIS, SAP, and forecasting/simulation software.

Project Manager – Automation and IoT, EDP Distribuição

- Partner with product development and management teams to evaluation of new business models and technical requirements to drive the IoT roadmap and strategy.
- > Responsible for the planning and development of the first open-source IoT platform.
- > Responsible for the implementation of the first Self-Healing systems in the national distribution power grid to achieve new operational architectures, through intelligent distributed automation.
- > Design and oversee development of IoT platform ecosystem including sensors, gateways, aggregators and actuators, communication networks and data ingestion and analytics services.

Product/Project Manager – Automation and Control, E–REDES

- > Ensure the supply of electricity to all consumers, with quality, safety and efficiency and promote the development of the distribution network that supports the energy transition and digital transformation.
- > Responsible for the management of the product life cycle, P&L, evolution roadmaps and applications for incentive systems (SIFIDE II).
- > Assessing the economic value drivers, business impact of new distribution automation solutions and potential deals, while granting product compliance with technical and regulatory requirements to ensure strategies and system architectures are consistent and integrated across OT/IT domains and.
- > Develop and maintain collaborative stakeholder relationships to generate market insight, trends, and ideas.

Energy Specialist, CIMPOR

- > Ensure the implementation of a corporate energy policy to guarantee accreditation for ISO 50001.
- Develop investment activities into renewable energy assets to promote energy transition and sustainability.
- > Perform detailed financial analysis and cash flow modelling of the projects.
- > Analye potential risks in new investments and recommend mitigation strategies.
- Advise on energy purchase processes and participate in contract negotiations with energy providers.
- > Analyse trends and regulations in the energy sector and their impact on business.

Drofile

With consolidated professional experience in the energy sector, I had the opportunity to manage the development and implementation of the automation/IoT technology roadmap for the electrical distribution grid, to foster digital transformation, leverage operational efficiency and launching new capabilities. Currently I am promoting the electrical energy transition and sustainability for the cement industry sector. My motivation is to lead teams to achieve their goals by delivering high impact change programs across organizations and turning strategy into reality.



Pedro Neves

ORPEA Ibérica Senior Project Manager

"Be humble to avoid pride, but fly high to achieve wisdom." - Saint Augustine
"Remember that to change your mind and follow him who sets you right is to be
none the less free than you were before." - Marcus Aurelius

ORPEA Ibérica, Senior Project Manager (2019–Present)

- > Responsible for overseeing construction engineering, planning and design for new large and complex nursing homes projects or expansion that account for up to 400 Million €;
- > Good local Real Estate knowledge and a network of contacts.
- > Budget preparation and control of common expenses, CAPEX and OPEX.
- > Project design and developing, monitor the implementation of the Project Business Plan, ensuring articulation between stakeholders.
- > Contract and Construction, lead Value Engineering to optimize technical and material solutions.
- Providing regular process updates and accurate reporting to VP Construction, Iberia Construction Director and key stakeholders on the progress of the projects.

PROFICO, LDA, Coordinator (2013–2019)

- > Strategic planning expert Develop all aspects of construction plan, critical milestones identification and progress charts to ensuring that all assigned work is completed on time and within agreed budget;
- Definition of procurement and planning strategy, review and prepare contract documents, project milestones and project plans vs schedules.

PROFICO, LDA @ Philip Morris International Affiliate, Project Manager (2011–2013)

- > Strategic planning advisor, ensuring effective planning and monitor site progress in order to take corrective actions, positive financial impact and recovery programs to avoid slippages;
- Stakeholder reporting responsibility, regular meetings to review project status and preparing relevant reports;
- Margin improvement responsible, negotiated savings of 10% on projects; close relationship with the project leader advising and executing actions plans to rectify potential cost overruns or schedule delays.

Profile

I bring over 20 years of experience in engineering and construction project management, strategic management and real estate. My career includes 12 years working with in projects for multinational clients in Portugal and abroad. Now, I'm responsible for Orpea (OPR:PAR) nursing homes construction projects across Portugal and for the study and developing new projects from design phase through execution and operation, which gives me the opportunity to improve the lives of elderly people and also contribute to improving environment through the build of sustainable buildings. Additionally, I help real estate department in developing and study for land acquisition. I also have a strong financial acumen and working experience in developing/managing budgets, completing forecasts and analysis, reporting to Spain Cluster and France Headquarters.

Prior to joining Orpea, I have been responsible for successfully strategic planning, lead procurement and management of multicultural teams and multi-million-euro complex projects, EPC and FIDIC contracts of offices, school, hotels, commercial and residential buildings, delivering the projects on time, on budget and with customer satisfaction. Such as REN, S.A. a State Grid Corporation of China company, Lycée Français VALE, S.A., Mozambique Ministry of Transport and Communications, Lisbon City Hall, ANA Aeroportos – VINCI Airports, DEKRA, IKEA and In addition, I have large experience in leading operational efficiency and full support on all relevant license and permit process, making sure licenses and permits be ready per schedule, communicate with the local authorities to seek smooth approvals of all stages of the project. My open mind to think from different perspectives and in a holistic way, make me curious and seeking for knowledge and improve skills to do better and achieve the best results. Civil Engineer (2001), hold a Post-Graduation in Valuation and Project Management (2004), earn a Master in Strategy (2014) and have an Executive Master of Business and Administration

My time at AESE in three words... Meaningful, Challenging, Collaborative in growth.

Pedro Oliveira

Clinical Director, Hospital da Luz Clínica da Covilhã

Clinical Director, Hospital da Luz Clínica da Covilhã (Jan 2022–Present)

- > Devising strategies and plans for the clinical department according to company standards for excellent service and growth.
- > Planning and overseeing all patient care or administrative operations and programs.
- > Promote the improvement of the quality and effectiveness of care, productivity of human resources and efficiency of the use of material resources.
- > Approval of the clinical guidelines regarding the prescription of medicines and complementary means of diagnosis and therapy, ensuring their adequacy in terms of clinical quality and cost benefit.
- > Recruit medical professionals to ensure department is staffed with qualified personnel.
- > Provide personnel with clinical training and opportunities for continuous development.
- Participate in the management of medical personnel, in particular in the processes of admission, internal mobility and definition of work schedules.
- > Monitor compliance to legal guidelines, internal policies and quality management systems.

Coordinator of the Family Healthcare Unit da Estrela (2018–Present)

- Coordination of the multidisciplinary team in order to ensure compliance with the action plan;
- > External Representation of the Unit with stakeholders;
- > Responsible for team management and definition of work schedules;
- > Planning team resources.

Medical Advisor Novartis Oncology (2018)

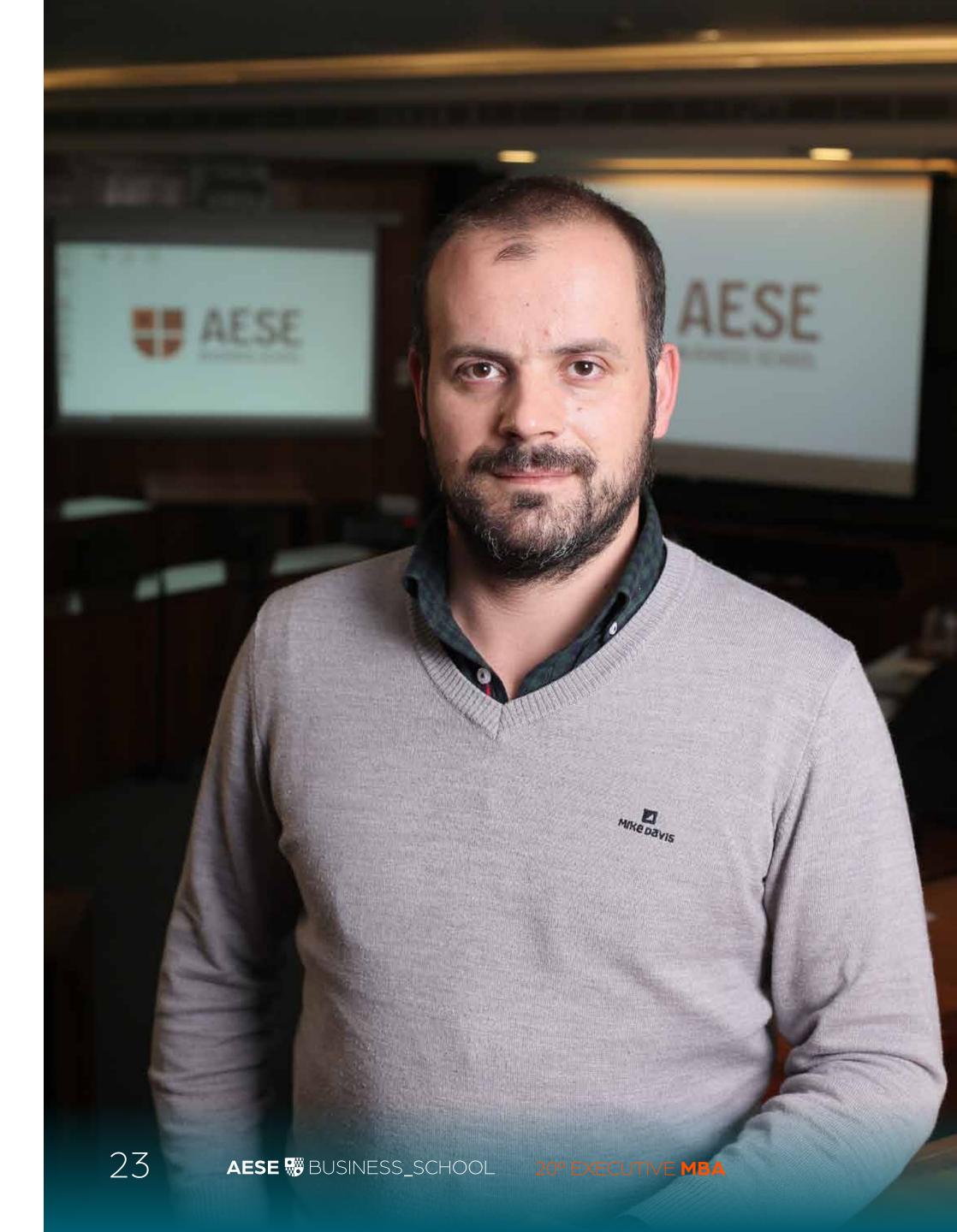
- Signaling and assessing (local) clinical research possibilities;
- > Presenting medical scientific information to audiences, journals, and key decision takers;
- > Contribute to the positioning of newly marketed products;
- > Coordinating advisory boards and round tables.

Profi

Since the beginning of my career as a General Practioner Doctor, I deeply believe that management skills are a powerful catalyst to the optimization of health services, and consequently patients' quality of life. With the recognition of this vision, I have embraced several educational programs that allowed me to initiate this path, namely XXV Top Management of Healths Institutions Program, at AESE Business School, and the post-graduation Health Units Management, at Católica Porto Business School.

Nowadays, I am the Clinical Director of the Hospital da Luz, in Covilhã, where I coordinate a multidisciplinary clinical team, with more than 50 elements.

Through the years I have played a wide range of roles in different HealthCare organizations, which granted me with a full vision of this sector. More than clinical activity, I have been involved in research projects (evaluating clinical outcomes and organization methodologies), operations management and medical education. With these diverse experiences, from an early age, I have aquired a broad strategic business' oriented vision. I am fully committed with the projects I integrate; at the same time, I have particular interest for process' optimization and operations efficiency.





Ricardo Bernardes

Cultural Manager, Musical Conductor

"Ars longa, vita brevis."

Coordinator of Musical Activities of Casa de Mateus Foundation

President of Cão Lilás Associação Cultural

Musical Director of Americantiga Ensemble & Project

Musical Director of Mateus Baroque Orchestra

Artistic Director fo Lisbon Early Music Festival

Artistic Director of "Trotamundos – Viagens Musicais e Literárias"

Artistic Director of the International Musical Encounters of Casa de Mateus

Profile

Ricardo Bernardes is a Cultural Manager and Musical Conductor, with an intense activity as Producer and as Orchestra and Choir Conductor. Since 2015 is the Coordinator of Musical Activities of Casa de Mateus Foundation in Vila Real, being the Artistic Director of the International Music Encounters, the Concerts Series and the Mateus Baroque Orchestra. In 2016 created Cão Lilás Associação Cultural in Lisboa, organizing Baroque Music Festivals and colaborating with important Portuguese cultural institutions, such as "Festival de Música Antiga de Lisboa / Lisbon Early Music Festival", "Trotamundos - Viagens Musicais e Literárias" with great acceptance by the public and critics. Since 1995 is the Musical Director of Americantiga Ensemble & Project, peforming and recording of the Ibero-American repertoire from the 17th to the 19th centuries, presenting several important concerts in Europe, the United States of America, Brazil and Argentina. With this group he recorded six CDs and a DVD with fundamental works from this repertoire.

Living in Portugal since 2010, he directed the modern première of the opera "O basculho de chaminé" by Portuguese composer Marcos Portugal (1762–1830) with the Portuguese Symphony Orchestra at the Teatro de São Carlos in Lisbon. In addition to his intense musical career, Bernardes holds a PhD in Musicology from the University of Texas at Austin and a PhD in Music Sciences from the Universidade Nova de Lisboa. He was editor of the collection "Música no Brasil-Céculos XVIII e XIX" of the Ministry of Culture of Brazil and of the magazine "Textos do Brasil", in its issue "Música Clássica Brasileira", edited by the Ministry of Foreign Affairs of Brazil.



Ricardo Nunes

Strategic Planning/Controlling Principal, Hovione

"Attitude is a little thing that makes a big difference"

Winston Churchill

Strategic Planning/Controlling Principal, Hovione (Jan 2022–present)

- > Development of the 5-Year Strategic Plan and annual strategic and business review cycles.
- > Support of the deployment of Hovione strategic planning methodologies and tools.
- Development and communication of Hovione's Strategic Plan and performance metrics through executive level presentations.
- > Research and summary of pharma industry trends in the business and competitive landscape to inform business decision.
- > Lead in M&A processes.

M&A/Manager, Farminveste (Nov 2017–Dec 2021)

- > M&A: responsible for the entire process target screening & initial approach, valuation, non-binding offer definition, due diligence coordination, SPA and SHA agreements review (both in buy-side and sell-side processes).
- > Strategy: (i) assistance in the strategic planning process, annual strategic and business review cycles; (ii) coordination of internal team which supported external strategy consultants in developing a mid-long term strategy roadmap for ANF group.
- > Business development and innovation: analytical preparation of potential growth opportunities for the senior management and board of directors as well as the subsequent support and monitoring of its implementation.

Corporate Development/Senior Analyst, Logoplaste (Aug 2008–Jul 2017)

- > Project analysis: financial assessment of greenfield and brownfield investment opportunities related to industrial operations and presentation of key conclusion to the CEO and CFO.
- > Strategic advisory to the CEOs: elaboration of risks and opportunities matrix related to new markets, clients and product portfolio.
- > Other ad-hoc projects: (i) contribution to the definition of contracts main commercial clauses and pricing structure, (ii) support to strategic planning process.

Transaction Advisory Services/Analyst, EY (Sep 2005–Jul 2008)

- > M&A: screening for market opportunities, under a wide range of deal frameworks and in many industries; setting up business plans and subsequent financial projections and the creation of information memorandums.
- > Business modelling & Valuation: review and audit of financial models, with special focus on Project Finance structures.
- > Buy-side and Sell-side Due Diligence: assessment of companies' organizational, operational, and financial structure and contribution to the definition of adjustments to EBITDA, Working Capital and Net Debt.

Internship, CMVM — Comissão do Mercado de Valores Mobiliários (Sep 2004–Apr 2005)

Profile

- > Specialist in Corporate Finance, Strategic Planning, M&A, Valuation and Strategy.
- > Diverse background Big4 Consulting and Industry/Corporate.
- > Vast experience (150+ projects in 25+ countries with a capex of > 2bn EUR) in preparing and reviewing new investment projects, under a wide array of financial approaches and metrics.
- Very experienced in handling with different cultural and organizational contexts and in coordinating small but very focused and goal oriented project teams under M&A and Strategic Planning processes.
- Seasoned pivotal role in liaising internal and external stakeholders (lawyers, investment bankers, consultants, investors).
- > Fast learner and highly proactive profile.

Rui Mendes Clara

Head of Strategy & Reporting, Somoil

"The only thing we know about the future is that it will be different. The best way to predict the future is to create it." – Peter Drucker

Head of Strategy & Reporting, Somoil

- > Advisor to the Board of Directors for strategic initiatives such as supply chain restructuring, entry into the Stock Exchange, corporate and tax optimization, ESG, among others.
- > Responsible for ensuring accurate and timely quarterly and yearly contracts reporting, in accordance with the oil & gas legal rules.
- > Development and optimization of Supply Chain procedures for oil & gas operations.
- > Member of the CRC (Contracts Review Committee) to award contracts for operations.
- > Member of the Energy Transition Committee overseeing sustainable initiatives.

Senior Contracts Compliance Officer, Angola LNG

- > Responsible for establishing and promoting the implementation of policies, processes, and internal controls.
- > Support the contract advisors and interface with the various stakeholders and departments to provide the suitable assistance to the contracting and procurement activities.
- > Attend and participate in professional group meetings. Stay up to date with new trends and innovations in the field of contract's compliance.

Lawyer, Carlos Aguiar, Ferreira de Lima & Associados

- > Assist the law firm's clients on a day-to-day basis regarding contracts, commercial and labour legal matters.
- > Support M&A transactions with national and international companies.
- > Assist several clients within restructuring transactions.
- > Issuance of legal opinions in matters such as corporate law and capital markets.

Profile

With more than 15 years of professional experience in the legal sector, over the past 9 years I have had the opportunity and the pleasure to develop my career in the oil & gas industry, tackling legal issues, as well as advising on management areas.

I have begun my career as a lawyer in Portugal. In 2013 I have shifted to consulting activities in Angola within the oil & gas industry.

Africa has provided me with the opportunity to participate in several projects related to energy, renewables, and natural resources (notably diamonds projects), that enriched me, both personally and professionally.

Currently, all of us who are related to the energy sector must be focused on the huge challenge of sustainability and energy transition. In Angola we have already begun, specifically with Somoil.

I am always seeking to extend my knowledge, teaching and learning with everybody throughout each organization, and linking everyone to the same objectives.

As an ambitious, resilient, driven, focused and business oriented, I am always looking for the improvement of the entities I work for, building effective and efficient corporate strategies.





Sónia Oliveira

Board Member (non-executive), Finanfarma (Grupo ANF), Lisbon

Director, Grupo ANF e Glintt, Lisbon (2011-present)

- Finance Strategic Planning: coordination of internal team which supports external consultants in validating a strategy roadmap for the ANF group
- > M&A: responsible for M&A execution process, from valuation, NDA, due diligence coordination, SPA and SHA agreements (both in buy--side and sell-side processes)
- > Finance Compliance: Strategic and functional coordination of the entire Financial Operations Area of the ANF Group, which supports more than 40 subsidiaries of the Group.
- > Risk Assessment: Defining new policies and processes to reduce finance risk while assuring balance sustainability.

Manager, Everis, Lisbon (2002–2011)

- > Direct report to CEO in Portugal
- Lead and manage financial and management control teams.
- > Collaboration in the definition of the office's strategic plan and preparation of the annual budget. Monthly forecasts preparation and control, anticipating and promoting corrective measures.
- > Suppliers' negotiation.
- > Coordination of all support departments, ensuring the quality and adequacy of the services provided.

Manager, Everis group, Europe and Latam (2002–2011)

- > Launching Corporate Finance Department
- > Responsible for coordinating the financial team that defined the key requirements of the new accounting system (SAP FI, CO and Oracle) a two-year project, with a global participation of more than 100 elements from 8 countries.
- > Coordination of several international projects, namely, audits, due diligences, application for grants, start-up launch and support, assessment and acquisition of new companies, training, and incorporation of new elements in Brazil, Colombia, Chile, Argentina, Spain and Italy.

Senior Accountant, Arthur Andersen, Lisbon (SGG — Serviços Gerais de Gestão, S.A.) (1997–2002)

- > Financial consultant providing accounting and administrative services to several national and multinational companies.
- > Internal trainer.

Drofile

Over the past 25 years I have been leading the Finance Department of Multinational Companies, leading operational and strategic projects trough optimal solutions aimed at business transformation, business processes improvement, cost optimization, debt restructuring, ERP development and implementation, always feeding and building strong relationships within local and international teams as well as business partners / assessors.

Having had a big-4 (5) background, and a "consultant mindset" I've been able to develop an in-depth knowledge of Finance, which allowed me, recently, to lead almost 15 M&A projects in Portugal and Spain.

Results-driven leader, developing people to capitalise on strengths and proficiencies while cultivating strong team culture to boost performances. Highly flexible, with strong decision making and negotiation skills, able to drive results in wide range of contexts.

Tiago Rodriguez

Regional Head, SME Banking, Business Development Division, Caixa Central de Crédito Agrícola Mútuo

"Success consists of going from failure to failure without loss of enthusiasm" – Winston Churchill

Regional Head, SME Banking, Business Development Division, Caixa Central de Crédito Agrícola Mútuo – Portugal (2016–present)

- > Responsible for the implementation of the Corporate Relationship Manager (CRM) function in 30 Local Banks, with 40 FTE associated.
- > Support raising new loans to SMEs reaching € 507M in 2021.
- > Internal dynamization of the PME Líder status, with 566 distinguished clients in 2021. CAGR 2017/2021 was 20.44% vs. Market 11.73%.
- > Lead the acquisition of 509 new SME clients in 2021.
- > Business development in the SME segment, leading, managing, motivating, and coaching CRM to performance, be aligned with the strategy and the Group's vision for the segment, ensuring profitability and attain goals, within the geographic region.
- > Perform market prospection to identify targets with revenues from € 2M up to € 50M, within the specific sectors and risk parameters, ensuring the creation of a database of clients and prospects & their banking needs.
- > Advisory CRM in the preparation and reviewing of credit notes, and elaboration of periodic reports of the activities and achievements to be submitted to the Board.

Team Leader, Altair Management Consultants – Spain (2013–2015)

- > Development of benchmark studies on different markets, to analyze the impact of the online channel on the auto insurance industry, identifying the requirements to design a multichannel strategy for a Mexican insurance company.
- > Network segmentation to define policies of commercial positioning (retail mix) and service level requirements by different cluster and focused on product range set, increasing the

- retention rate for a retail conglomerate in Brazil.

 > Gap analysis of the new commercial business
- model, identifying workarounds, at an energy & gas Spanish company.

 > Design of the processes, reporting model, and
- the financial control system for the affiliates (Spanish private banking group).
- > Project management focused on customized service and client impact, with ability to manage, leading, motivating teams and assessing their performance, ensuring all deliverables were completed as schedule.

Senior Associate, Corporate Banking, Banco Efisa — Portugal (2005–2012)

- Structuring, negotiation, management, restructuring and recovery of financial liabilities in domestic and foreign currency on a standalone or syndicated basis. Know-how of litigation processes, viability studies and firm recovery plans.
- > Experience in financial products for working capital and capex requirements, structured trade finance, syndication, financial advisory, investments valuation and knowledge of different industries.
- > Elaborate credit proposals getting them cleared from risk, and discussion with the decision levels.

Corporate Relationship Manager, Corporate Business Units, Caixanova (now Abanca) — Spain and Portugal (2005 –2007)

Profile

Seasoned professional with 15+ years' experience & expertise in assignments of SME and Corporate Banking (business development, asset & liabilities, trade finance, credit analysis, credit risk and sales), and strategic consultancy (diagnose, design and implement projects in different industries), in Por-

tugal, Spain and Abroad (Brazil and Mexico).
Started my professional activity working in the
Financial Services Industry (Banking sector)
in 2005. Deeping my expertise in managing a
portfolio of corporate clients, allowed me to gain
experience on credit decisions, client's network,
and knowledge of different sectors.

In 2008 I continue my career in Investment Banking, consolidating a wide range of management and analytical skills, such as structuring, negotiation, communication, modeling, financial and risk analysis, syndication, and project financing to suit client's need.

In 2013, I proceed my career in a different industry and international role, joining a strategic consultancy firm, working in a challenging and competitive environment where I had to work out for solutions to clients' dilemmas and I had to developed my team management skills, being responsible for leading teams in multiple projects of different industries and different geographies, enriching personally and professionally. Looking for new challenges I was invited for a new project that was to implement the Corporate Relationship Manager (CRM) function in a Banking Group and its branches and development of the SME segment. Currently Regional Head of Business Development for SME Segment in the North Center of Portugal and Madeira, and responsible for the overall profitability and efficient operation of the business within the assigned geographical region. With effective leadership, working with a team of CRMs and local Directors, driving, and motivating towards strategic acquisition of business that will contribute to asset growth and revenue to the Bank. Bilingual (Portuguese and Spanish), with international experience, expertise in project implementation, team management, in different contexts and industries, resilient, agile, and trustful.





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